

Before Starting the Special CoC Application

You must submit both of the following parts in order for us to consider your Special NOFO Consolidated Application complete:

1. the CoC Application, and
2. the CoC Priority Listing.

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

As the Collaborative Applicant, you are responsible for reviewing the following:

1. The Special Notice of Funding Opportunity (Special NOFO) for specific application and program requirements.
2. The Special NOFO Continuum of Care (CoC) Application Detailed Instructions for Collaborative Applicants which provide additional information and guidance for completing the application.
3. All information provided to ensure it is correct and current.
4. Responses provided by project applicants in their Project Applications.
5. The application to ensure all documentation, including attachment are provided.

CoC Approval is Required before You Submit Your CoC's Special NOFO CoC Consolidated Application

- 24 CFR 578.9 requires you to compile and submit the Special NOFO CoC Consolidated Application on behalf of your CoC.
- 24 CFR 578.9(b) requires you to obtain approval from your CoC before you submit the Consolidated Application into e-snaps.

Answering Multi-Part Narrative Questions

Many questions require you to address multiple elements in a single text box. Number your responses to correspond with multi-element questions using the same numbers in the question. This will help you organize your responses to ensure they are complete and help us to review and score your responses.

Attachments

Questions requiring attachments to receive points state, "You must upload the [Specific Attachment Name] attachment to the 4A. Attachments Screen." Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process. Include a cover page with the attachment name.

- Attachments must match the questions they are associated with—if we do not award points for evidence you upload and associate with the wrong question, this is not a valid reason for you to appeal HUD's funding determination.
- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).

1A. Continuum of Care (CoC) Identification

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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1A-1. CoC Name and Number: CA-501 - San Francisco CoC

1A-2. Collaborative Applicant Name: City and County of San Francisco

1A-3. CoC Designation: CA

1A-4. HMIS Lead: City and County of San Francisco

1A-5.	New Projects	
	Complete the chart below by indicating which funding opportunity(ies) your CoC applying for projects under. A CoC may apply for funding under both set asides; however, projects funded through the rural set aside may only be used in rural areas, as defined in the Special NOFO.	
1.	Unsheltered Homelessness Set Aside	Yes
2.	Rural Homelessness Set Aside	No

1B. Project Capacity, Review, and Ranking–Local Competition

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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1B-1.	Web Posting of Your CoC Local Competition Deadline–Advance Public Notice. (All Applicants)	
	Special NOFO Section VII.B.1.b.	
	You must upload the Local Competition Deadline attachment to the 4A. Attachments Screen.	
	Enter the date your CoC published the deadline for project application submission for your CoC's local competition.	08/29/2022

1B-2.	Project Review and Ranking Process Your CoC Used in Its Local Competition. (All Applicants)	
	Special NOFO Section VII.B.1.a.	
	You must upload the Local Competition Scoring Tool attachment to the 4A. Attachments Screen.	
	Select yes or no in the chart below to indicate how your CoC ranked and selected new project applications during your CoC's local competition:	
	1. Established total points available for each project application type.	Yes
	2. At least 33 percent of the total points were based on objective criteria for the project application (e.g., cost effectiveness, timely draws, utilization rate, match, leverage), performance data, type of population served (e.g., DV, youth, Veterans, chronic homelessness), or type of housing proposed (e.g., PSH, RRH).	Yes
	3. At least 20 percent of the total points were based on system performance criteria for the project application (e.g., exits to permanent housing destinations, retention of permanent housing, length of time homeless, returns to homelessness).	Yes

1B-3.	Projects Rejected/Reduced–Notification Outside of e-snaps. (All Applicants)	
	Special NOFO Section VII.B.1.b.	
	You must upload the Notification of Projects Rejected-Reduced attachment to the 4A. Attachments Screen.	
	1. Did your CoC reject or reduce any project application(s)?	No
	2. Did your CoC inform the applicants why their projects were rejected or reduced?	No
	3. If you selected yes, for element 1 of this question, enter the date your CoC notified applicants that their project applications were being rejected or reduced, in writing, outside of e-snaps. If you notified applicants on various dates, list the latest date of any notification. For example, if you notified applicants on 6/26/22, 6/27/22, and 6/28/22, then you must enter 6/28/22.	

1B-3a.	Projects Accepted–Notification Outside of e-snaps. (All Applicants)	
	Special NOFO Section VII.B.1.b.	
	You must upload the Notification of Projects Accepted attachment to the 4A. Attachments Screen.	
	Enter the date your CoC notified project applicants that their project applications were accepted and ranked on the New Priority Listings in writing, outside of e-snaps. If you notified applicants on various dates, list the latest date of any notification. For example, if you notified applicants on 6/26/22, 6/27/22, and 6/28/22, then you must enter 6/28/22.	10/04/2022
1B-4.	Web Posting of the CoC-Approved Special NOFO CoC Consolidated Application. (All Applicants)	
	Special NOFO Section VII.B.1.b.	
	You must upload the Web Posting–Special NOFO CoC Consolidated Application attachment to the 4A. Attachments Screen.	
	Enter the date your CoC posted its Special NOFO CoC Consolidated Application on the CoC’s website or affiliate’s website–which included: 1. the CoC Application, and 2. Priority Listings.	

You must enter a date in question 1B-4.

2A. System Performance

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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2A-1.	Reduction in the Number of First Time Homeless—Risk Factors.	
	Special NOFO Section VII.B.2.b.	
	Describe in the field below:	
	1. how your CoC determined which risk factors your CoC uses to identify persons becoming homeless for the first time;	
	2. how your CoC addresses individuals and families at risk of becoming homeless; and	
	3. provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the number of individuals and families experiencing homelessness for the first time or to end homelessness for individuals and families.	

(limit 2,500 characters)

1. SF CoC uses a 2-phase CE assessment to identify people at risk of entering homelessness. CoC uses strengths-based approach for 1st phase and IDs vulnerability and risk factors for the 2nd prioritization phase. Factors include safety of existing housing, rent-to-income ratio, family support network, eviction history, income, disability, health, criminal records. During COVID-19, the CoC adjusted its risk factors based on local Dept. of Public Health guidance and created Pandemic Prioritization that took health status into serious consideration for risk. CoC sought extensive feedback to improve CE assessment criteria from providers and homeless/formerly homeless families/individuals, and through formal data analysis of assessment tools/prioritization. Ongoing analysis is being done to look at race/ethnicity and criminal justice vulnerabilities and disparities.

2. CoC’s Problem Solving (PS) team prevents people from becoming homeless by keeping them in existing housing or housing available through community networks. Supports include a PS conversation at access points/on telephone/via outreach that helps identify options through mediation, eviction prevention, childcare, ESG prevention funds, & philanthropic flex funds to pay for repairs, back rent, utilities, bridge rent payments, vehicle repair, other situations jeopardizing existing housing. Homeward Bound (HB) funded reunification with family/friends. In 2021-22, 10,477 PS conversations occurred and there were 540 successful resolutions that resulted in a person maintaining or obtaining safe housing. The pandemic spurred CoC acquisition of hotels through state funding, which resulted in an increased rate of sheltered households and fewer unsheltered and total homeless overall, as showing by the 2022 PIT Count. SF also passed a Tenant Right to Counsel, which guarantees a tenant’s right to counsel in an eviction. Studies show having an attorney in an eviction case increased a family’s chance of avoiding homelessness by over 70%. The Eviction Defense Collaborative, a strong CoC partner, is leading these efforts. CoC works with SF’s Financial Justice Project, which reduces municipal and court fees that contribute to homelessness; and is developing re-entry programming for those leaving the criminal justice system, including through a new pilot run by SF’s Pre-Trial Division.

3. The HSH Problem Solving Program Manager oversees these strategies.

2A-2.	Length of Time Homeless–Strategy to Reduce. (All Applicants)	
	Special NOFO Section VII.B.2.c.	
	Describe in the field below:	
	1. your CoC’s strategy to reduce the length of time individuals and persons in families remain homeless;	
	2. how your CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and	
	3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the length of time individuals and families remain homeless.	

(limit 2,500 characters)

1. SF CoC continues to invest substantial new funding (local, state, federal, private) to improve data analysis, street outreach, CE systems, & PH capacity, all key aspects of reducing the length of time someone experience homelessness before accessing housing. SF Mayor’s 2-year Homelessness Recovery Plan concluded on June 30, 2022, and centered housing as the solution to reducing the length of time households remain homeless. CoC added 2,918 units of PSH, completing the largest onetime expansion of PSH in the past 20 years. An additional 2,000+ units are planned for completion around 2025. Through Problem Solving and Prevention efforts, about 1500 additional households avoided or exited homelessness in past 2 years. With significant increases in available supportive housing, the time households spend homeless will continue to be reduced. While expanding housing, CoC is also adding to shelter capacity, having increased shelter beds to 1,613. Shelters provide housing-focused case management focused on rapid rehousing. Additionally, street outreach targets the most vulnerable/chronically homeless, refers to CE access points or mobile access, and supports referral to available housing resources.

2. The CoC identifies individuals and families with the greatest length of time homeless through periodic CE assessment blitzes; multiple accessible physical access points dedicated to adults, youth, and families; mobile assessment teams working with SF Homeless Outreach Team (HOT) to engage with those least likely to access services and with the longest time homeless. From 2021-2022, HOT made 39,138 outreach attempts, of which 36,754 were successful engagements using street medicine, flex funds, low-barrier navigation center beds (companions, pets, possessions welcome) and Problem Solving to ensure engagement led to positive outcomes. The current CE assessment tool (used for persons seeking housing in the CoC) heavily weights length of time homeless when determining a vulnerability score used to prioritize households for housing. Therefore, the CoC almost exclusively houses chronically homeless/DedicatedPLUS/disabled who have been homeless for the longest times. Length of time homeless is tracked via publicly accessible data dashboards created by the SF HSH Data and Performance Team.

3. The HSH Director of Housing Services oversees these strategies.

2A-3.	Successful Permanent Housing Placement or Retention. (All Applicants) Special NOFO Section VII.B.2.d.	
	Describe in the field below how your CoC will increase the rate that individuals and persons in families residing in:	
1.	emergency shelter, safe havens, transitional housing, and rapid rehousing exit to permanent housing destinations; and	
2.	permanent housing projects retain their permanent housing or exit to permanent housing destinations.	

(limit 2,500 characters)

1. CoC efforts to increase the rate that households in ES, TH, & RRH exit to permanent housing (PH) include housing focused case management, increasing investments into PSH, and closely examining CE & HMIS data. CE continues to remove barriers to access housing while employing Problem Solving interventions (e.g., security deposits, flex funding, connection to family) to support households in obtaining housing. New Navigation Centers and low barrier shelters quickly identify and stabilize eligible individuals with health services/case management. Housing focused case management and housing navigation is provided in ES, TH, and RRH, focusing on the removal of barriers to housing along with landlord engagement to create new opportunities. The SF Mayor’s 2-year Homelessness Recovery Plan (which concluded on June 30, 2022) centered housing as the solution to homelessness. As a result, CoC added 2,918 units of PSH, completing the largest one-time expansion of PSH in the past 20 years. 2,000+ units are planned for completion around 2025. In addition, the CoC/HSH/Housing Authority worked collaboratively to obtain 906 Emergency Housing Vouchers (targeted to serve those who are homeless, at risk of homelessness, recently homeless, or fleeing violence), 130 Family Unification Program vouchers (for families whose lack of adequate housing is a primary factor in the placement of their children in out-of-home care or in the delay of their children returning home), and over 200 Mainstream Vouchers (very low-income, disabled households). These vouchers will increase available housing and the rate at which people can obtain PH.

2. The CoC maintains a 97% housing retention rate in CoC- and locally-funded PSH through its longstanding commitment to Housing First and significant local investment in supportive services. Over 7,300 people in PSH remained housed or moved to PH through the support of voluntary services. CoC Housing First policy means that evictions are a last resort and Right to Council local tenant protections support clients facing evictions from private landlords. CoC increased minimum pay for all PSH front line staff, which should improve continuity of services. Health/Mental health services are a priority for retention. CoC recruited 2 new PSH projects that are leveraging outside healthcare funding. CoC obtained hundreds of EHV, FUP, and Mainstream housing vouchers which will increase exits to permanent housing.

2A-4.	Returns to Homelessness–CoC’s Strategy to Reduce Rate. (All Applicants)	
Special NOFO Section VII.B.2.e.		
Describe in the field below:		
1.	how your CoC identifies individuals and families who return to homelessness;	
2.	your CoC’s strategy to reduce the rate of additional returns to homelessness; and	
3.	provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the rate individuals and persons in families return to homelessness.	

(limit 2,500 characters)

1. The CoC uses HMIS, CE, and shelter data to identify individuals and families who return to homelessness. Given the CoC has a coordinated, no-wrong-door point of entry for homeless services through CE, those returning to homelessness will be immediately identified at one of many access points or referred from another service/outreach provider to an access point. Those entering shelters will also quickly be identified and referred to housing and services, especially since the CE access points are usually run by the same programs who run shelters for youth, adults, and families. Those who return to the street are highly likely to be engaged by the SF Homeless Outreach Team (SFHOT). From 2021-2022, SFHOT made 39,138 outreach attempts, of which 36,754 were successful engagements using street medicine, flex funds, low-barrier navigation center beds and Problem Solving to ensure engagement led to positive outcomes. SF's Healthy Streets Operations Center team provides formalized collaboration and co-located street homelessness response among the Departments of Homeless and Supportive Housing, Police, Public Works, Public Health and Emergency Services. Risk factors used to identify risk for housing loss include job loss/reduction of family income, alcohol or drug use, eviction, and family disputes.

2. All supportive housing programs are Housing First and trauma-informed to reduce returns to homelessness. In FY 2021, the rate at which individuals returned to homelessness in 6, 12 and 24 months decreased from 6.0% to 5.7%, 4.6% to 2.3%; and 5.7% to 3.8%, respectively. PSH projects employ harm reduction practices through client-led, voluntary supportive services to increase housing preservation. RRH providers, and those supporting clients moving from PSH to PH, ensure clients are linked to the supports/community networks needed to retain housing past subsidy period and provide at least 6 months of aftercare. CoC's Problem-Solving team uses a strengths-based approach to prevent people from returning to homelessness by leveraging client community/family networks and providing access to mediation, eviction prevention, childcare, mainstream benefits, ESG prevention funds, and additional flex funds that pay for repairs, back rent, bridge rent payments, vehicle repair, other situations that are jeopardizing existing housing.

3. The HSH Director of Housing Services oversees these strategies.

2A-5.	Increasing Employment Cash Income—Strategy. (All Applicants)	
Special NOFO Section VII.B.2.f.		
Describe in the field below:		
1.	the strategy your CoC has implemented to increase employment cash sources;	
2.	how your CoC works with mainstream employment organizations to help individuals and families increase their cash income; and	
3.	provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase income from employment.	

(limit 2,500 characters)

1. In 2021, the CoC, through the SF Office of Economic & Workforce Development (OEWD), worked with CivicMakers (consultant) to analyze the CoC’s workforce development services by conducting extensive outreach to homeless/formerly homeless and providers; determining best practices; and identifying key barriers to employment. As a result, the CoC set forth goals including lowering barriers to accessing services, providing employment specialists connected to a job pipeline, and building in pathways in the CoC for career advancement. CoC providers are trained annually/ongoing (including a mandatory training on 7/8/22) on supporting participant increases in employment income. CoC provides robust training programs for individuals to greatly increase their earning potential (via city, nonprofit, and private partners) in the following sectors: Construction, Health Care, Hospitality, and Technology. The OEWD, with Goodwill and other community partners, offers job search, career planning, and education services through job centers throughout the CoC. Recent CoC initiatives include launching the young adult subsidized employment and Dream Keeper programs to promote economic justice for Black/African Americans.

2: CoC providers work with mainstream employment organizations to increase cash income for homeless households, including the Employment Development Dept., OEWD, and CalWorks, as well as community programs like Homeless Employment Collaborative (10 CBO Collaborative), who provide job readiness, training, and job placement to homeless individuals. Downtown Streets & First Source Hiring initiatives train homeless individuals for jobs. OEWD/Workforce Investment Board have access points throughout the CoC. Episcopal Community Services provides critical criminal justice re-entry job support. Swords to Plowshares partners with the CoC to provide pathways to employment for veterans.

3. The HSH Housing Manager oversees these strategies.

2A-5a.	Increasing Non-employment Cash Income—Strategy. (All Applicants)	
	Special NOFO Section VII.B.2.f.	
	Describe in the field below:	
	1. the strategy your CoC has implemented to increase non-employment cash income;	
	2. your CoC’s strategy to increase access to non-employment cash sources; and	
	3. provide the organization name or position title that is responsible for overseeing your CoC’s strategy to increase non-employment cash income.	

(limit 2,500 characters)

1 & 2. Rates of clients with non-employment cash income increased 7% from FY 2020 to 2021. CE Access Point, shelter, supportive housing, and outreach staff are trained in linking households to non-employment income, including general assistance, SSI/SSDI, unemployment, veterans' benefits, tax credits, and CalWorks. HSH co-locates eligibility workers at navigation centers and housing programs (or uses mobile outreach) to ensure that clients have easy access to non-employment benefits. CoC providers are required to attend a mandatory annual training (held 7/8/22) on Increasing Participant Access to Mainstream Benefits (nonemployment income). Representatives from General Assistance, SSI, and Temporary Aid for Needy Families (TANF) trained providers on available benefits, eligibility, avenues for advocacy, tips and tricks, common challenges, and direct contacts to management. As a result, most participants in CoC-funded programs have at least one source of cash income at annual assessment or exit, due to heavy focus by case managers to secure income. Ongoing and annual trainings provide the best environment for the CoC to learn about updates, train new staff, create new channels for access and referral, and understand the full array of non-employment cash benefits available to households. Many CoC providers have been SOAR trained as the majority of CoC households live in PSH and are chronically homeless or have significant barriers to obtaining market rate housing. To ensure more access to benefits (and advocacy when benefits are denied), the CoC works coordinates with advocacy programs like the Disability Evaluation Consultation Unit, Disability Evaluation Assistance Program, and Positive Resource Center, which do direct advocacy for SSI/SSDI benefits for participants. Additionally, nonprofit organizations support individuals with accessing financial aid for school or obtaining child support that is owed. The pandemic has also allowed to CoC to support disabled individuals in finding opportunities and employment given the increase in remote based work.

3. The HSH Housing Manager oversees these strategies.

2B. Coordination and Engagement–Inclusive Structure and Participation

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2B-1.	Inclusive Structure and Participation–Participation in Coordinated Entry. (All Applicants)	
	Special NOFO Sections VII.B.3.a.(1)	

In the chart below for the period from May 1, 2021 to April 30, 2022:

1.	select yes or no in the chart below if the entity listed participates in CoC meetings, voted—including selecting CoC Board members, and participated in your CoC’s coordinated entry system; or
2.	select Nonexistent if the organization does not exist in your CoC’s geographic area:

	Organization/Person	Participated in CoC Meetings	Voted, Including Electing of CoC Board Members	Participated in CoC’s Coordinated Entry System
1.	Affordable Housing Developer(s)	Yes	No	Yes
2.	Agencies serving survivors of human trafficking	Yes	Yes	Yes
3.	CDBG/HOME/ESG Entitlement Jurisdiction	Yes	No	Yes
4.	CoC-Funded Victim Service Providers	Yes	No	Yes
5.	CoC-Funded Youth Homeless Organizations	Yes	No	Yes
6.	Disability Advocates	Yes	Yes	Yes
7.	Disability Service Organizations	Yes	No	Yes
8.	Domestic Violence Advocates	Yes	Yes	Yes
9.	EMS/Crisis Response Team(s)	Yes	Yes	Yes
10.	Homeless or Formerly Homeless Persons	Yes	Yes	Yes
11.	Hospital(s)	Yes	No	Yes
12.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	No	No	No
13.	Law Enforcement	Yes	No	Yes
14.	Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) Advocates	Yes	Yes	Yes
15.	LGBTQ+ Service Organizations	Yes	No	Yes
16.	Local Government Staff/Officials	Yes	Yes	Yes
17.	Local Jail(s)	Yes	No	Yes
18.	Mental Health Service Organizations	Yes	Yes	Yes
19.	Mental Illness Advocates	Yes	Yes	Yes

20.	Non-CoC Funded Youth Homeless Organizations	Yes	No	No
21.	Non-CoC-Funded Victim Service Providers	Yes	No	No
22.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes	Yes	Yes
23.	Organizations led by and serving LGBTQ+ persons	Yes	Yes	Yes
24.	Organizations led by and serving people with disabilities	Yes	Yes	Yes
25.	Other homeless subpopulation advocates	Yes	Yes	Yes
26.	Public Housing Authorities	Yes	No	Yes
27.	School Administrators/Homeless Liaisons	Yes	No	Yes
28.	Street Outreach Team(s)	Yes	Yes	Yes
29.	Substance Abuse Advocates	Yes	Yes	Yes
30.	Substance Abuse Service Organizations	Yes	Yes	Yes
31.	Youth Advocates	Yes	Yes	Yes
32.	Youth Service Providers	Yes	Yes	Yes
	Other:(limit 50 characters)			
33.	Board of Supervisors, Mayor, Comptroller select CoC	Yes	Yes	Yes
34.	Philanthropy, Faith Communities, Advocates	Yes	No	No

2B-2.	Open Invitation for New Members. (All Applicants)	
	Special NOFO Section VII.B.3.a.(2), V.B.3.g.	

	Describe in the field below how your CoC:
1.	communicated the invitation process annually to solicit new members to join the CoC;
2.	ensured effective communication with individuals with disabilities, including the availability of accessible electronic formats;
3.	conducted outreach to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join your CoC; and
4.	invited organizations serving culturally specific communities experiencing homelessness in the geographic area to address equity (e.g., Black, Latino, Indigenous, other People of Color, persons with disabilities).

(limit 2,500 characters)

1. New members are invited through the 1,500-person listserv and guests are invited to attend/present at CoC meetings. All CoC meeting info is on the CoC Board website, hosted by HSH. HSH, CoC staff and Board extend invitations and target outreach based on topics. HSH and Board staff/attend numerous neighborhood/interest group meetings and invite attendees to CoC. Invitations ongoing with monthly publication of meeting agenda.

2. The CoC ensures effective communication by holding meetings in ADA compliant City Hall (pre COVID); posting agendas online/at public library and agenda, minutes, and recordings on CoC website in accessible forms including PDF. Current meetings are held virtually/online due to COVID and in line with local/state guidance. Closed captions and transcripts are always available. Materials are shared both orally and visually, and available for download on CoC Board website. Additional accommodations can be made through the CoC board staff.

3 & 4. CoC Board staff outreached to Latino Taskforce, appeared before the CoC Board-COVID education and prevention in the Mission district (majority Latinx), coordinated with United Council and Third Street Youth in the Bayview district (majority Black/African American), invited the Director of the SF Department of Transgender Initiatives to the CoC and to the Priority Panel responsible for ranking CoC projects, partnered with Glide Memorial Church (majority Black/African American), organized CoC provider training from Asian Women’s Shelter on serving victims of violence, invited the Black Employee Alliance to the CoC listserv, and brought in a new CoC Provider, the SF LGBT Center, to train all CoC projects on serving LGBTQ+.

2B-3.	CoC’s Strategy to Solicit/Consider Opinions on Preventing and Ending Homelessness. (All Applicants)	
	Special NOFO Section VII.B.3.a.(3)	

Describe in the field below how your CoC:	
1.	solicited and considered opinions from a broad array of organizations and individuals that have knowledge of homelessness or an interest in preventing and ending homelessness;
2.	communicated information during public meetings or other forums your CoC uses to solicit public information; and
3.	took into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness.

(limit 2,500 characters)

1. CoC solicits and considers public opinion from individuals and organizations with knowledge of homelessness/prevention through widely publicized, well attended monthly meetings with presentations, discussions, and public comment about all aspects of system of care. Committee meetings on policy, funding, Coordinated Entry (CE), and HMIS, occur regularly and ensure open, outcome-oriented community process. CoC convenes its providers monthly for training, info sharing, and policy discussions. CoC Board has staff provided by Dept. of Homelessness and Supportive Housing (HSH), which solicits/schedules participation from broad array of organizations/individuals. In late 2021, to gain insight into how to improve CE/front door to help prevent and end homelessness, HSH hired consultants to conduct a qualitative & quantitative evaluation of the CE and DV CE Systems, which included multiple public town hall meetings, numerous focus groups and interviews with people with experience and providers, and extensive data analysis. HSH convenes a monthly Data Strategy Workgroup, consisting of homeless services providers who share data strategies and provide context and insight on project and CoC level performance measures.

2. CoC Board/committee meetings comply with state/local open meetings laws that mandate 72-hour advance public notice. Agendas and supporting documents are posted at main library, CoC website, and 1,500-person email listserv. Meetings held at transit-accessible City Hall, or through the online meeting platform, WebEx, during COVID-19, with public comment on all items. CoC staff and HSH contact information is publicized widely.

3. CoC/HSH encourage new programs to present (e.g., new neighborhood access points), advocacy/advisory boards to share findings (e.g., Coalition on Homelessness, Shelter Monitoring Committee, Family Advisory Council), and homeless individuals to report on experience at monthly meetings. Feedback on the CE system led to a full evaluation that is now entering into the planning and implementation phase. This will be led by a wide group of stakeholders, including people with lived experience, and will focus on instituting changes suggested by community stakeholders, including evaluating the vulnerability scoring criteria for entry into the system and additional training for assessment staff. HSH is also launching a 5-year strategic planning process and is actively recruiting participation in multiple forums, including town halls.

2B-4.	Public Notification for Proposals from Organizations Not Previously Funded. (All Applicants)
	Special NOFO Section VII.B.3.a.(4)

Describe in the field below how your CoC notified the public:	
1.	that your CoC's local competition was open and accepting project applications;
2.	that your CoC will consider project applications from organizations that have not previously received CoC Program funding;
3.	about how project applicants must submit their project applications;
4.	about how your CoC would determine which project applications it would submit to HUD for funding; and
5.	how your CoC effectively communicated with individuals with disabilities, including making information accessible in electronic formats.

(limit 2,500 characters)

1 & 2. On 8/29/22, an announcement of local competition/accepting applications (process, timeline, Bidders conference) was publicly posted, including CoC website, and sent to 1,500+ member CoC listserv. New projects were encouraged to apply, especially those who have committed to improving racial equity, including persons with lived experience in program design, and leveraging non-CoC housing and healthcare funding.

3. All application materials, including scoring criteria and instructions on how to submit applications, were made available on the CoC website. A Bidders Conference was held virtually and included guidance on how to apply, due dates, scoring criteria, and how to get help (technical assistance available to all applicants by consultant to the CoC).

4. Pre-competition, CoC solicits ideas on project scoring & selection process through publicly noticed CoC Funding Committee meetings (Feb. & Mar. 2022). The Special NOFO project scoring and competition process closely aligned with the Annual NOFO scoring & selection process. All applications are reviewed according to HUD threshold requirements & community process that scores eligibility/alignment with HUD priorities, including anticipated contributions to system performance: housing stability, increases in income/benefits. The Review Panel comprised of nonconflicted community members evaluate projects using community-approved scoring tools. All scoring & ranking criteria was publicly posted on CoC website, shared at the Bidders Conference, and explained via ongoing 1:1 assistance. Diverse CoC Board makes final decisions on scoring & priority list in public meetings.

5. CoC ensures effective communication by holding CoC meetings & Bidders Conference online in accessible virtual meetings through Zoom and Webex; publishing agendas, timelines, process on CoC website & listserv in electronic PDF form; & presenting meeting materials orally & visually, with captions.

2C. Coordination / Engagement—with Federal, State, Local, Private, and Other Organizations

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

2C-1.	Coordination with Federal, State, Local, Private, and Other Organizations. (All Applicants)	
	Special NOFO Section VII.B.3.b.	
	In the chart below:	
	1. select yes or no for entities listed that are included in your CoC’s coordination, planning, and operations of projects that serve individuals, families, unaccompanied youth, persons who are fleeing domestic violence who are experiencing homelessness, or those at risk of homelessness; or	
	2. select Nonexistent if the organization does not exist within your CoC’s geographic area.	

	Entities or Organizations Your CoC Coordinates with for Planning or Operations of Projects	Coordinates with Planning or Operations of Projects
1.	Funding Collaboratives	Yes
2.	Head Start Program	Yes
3.	Housing and services programs funded through Local Government	Yes
4.	Housing and services programs funded through other Federal Resources (non-CoC)	Yes
5.	Housing and services programs funded through private entities, including Foundations	Yes
6.	Housing and services programs funded through State Government	Yes
7.	Housing and services programs funded through U.S. Department of Health and Human Services (HHS)	Yes
8.	Housing and services programs funded through U.S. Department of Justice (DOJ)	Yes
9.	Housing Opportunities for Persons with AIDS (HOPWA)	Yes
10.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Yes
11.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes
12.	Organizations led by and serving LGBTQ+ persons	Yes
13.	Organizations led by and serving people with disabilities	Yes
14.	Private Foundations	Yes
15.	Public Housing Authorities	Yes
16.	Runaway and Homeless Youth (RHY)	Yes
17.	Temporary Assistance for Needy Families (TANF)	Yes
	Other:(limit 50 characters)	
18.	All Bay Area counties	Yes

2C-2.	CoC Consultation with ESG Program Recipients. (All Applicants)	
	Special NOFO Section VII.B.3.b.	

Describe in the field below how your CoC:	
1.	consulted with ESG Program recipients in planning and allocating ESG funds;
2.	participated in evaluating and reporting performance of ESG Program recipients and subrecipients;
3.	provided Point-in-Time (PIT) count and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area; and
4.	provided information to Consolidated Plan Jurisdictions to address homelessness within your CoC's geographic area so it could be addressed in Consolidated Plan update.

(limit 2,500 characters)

1. The CoC, through the Dept. of Homelessness & Supportive Housing (HSH) consulted with ESG program recipients to plan for the use of the ESG-CV funds in the wake of the COVID-19 pandemic. HSH and nonprofit partners responded to the COVID-19 pandemic by funding over 20 Non-Congregate Shelter (NCS) sites through the ESG-CV funds. To limit the number of COVID-19 related deaths among people experiencing homelessness, HSH focused these one-time funds on funding the City of San Francisco's response during the pandemic. HSH consulted with ESG subrecipients to reallocate funds from 3 grants to another subrecipient grant that needed to expand its services.

2. HSH and ESG subrecipients continue to collaborate during the annual CAPER reporting to track progress toward achieving the goals outlined in the Consolidated Plan. HSH monitors this work through monthly meetings with the HMIS vendor, Bitfocus, as well as the ESG subrecipients to ensure accurate data entry in HMIS and thusly provide accurate reporting among the CoC as well as to HUD.

3. HSH shares the PIT data with our partners at the Mayor's Office of Housing and Community Development (MOHCD) during the Consolidated Planning process. HSH shares this data to inform the strategic use of federal ESG funds to fill gaps in San Francisco's Homeless Response System so that there is robust availability of emergency shelter, homeless prevention, and rapid rehousing projects. The 2022 PIT data was not available for the Consolidated Plan process for 2022 but it will be used to determine the strategic allocation of funds in 2023.

4. HSH is extensively involved in the Consolidated Plan and the development process. Through collaboration with MOHCD, HSH ensures the strategic use of the ESG funds. HSH also partners with MOHCD to ensure that there are adequate resources available to people living with HIV/AIDS who are served through the HOPWA program. Multiple staff from HSH attend monthly and quarterly convenings led by MOHCD related to progress toward achieving the goals to ensure that people experiencing homelessness have equitable access to the Coordinated Entry System as well as housing opportunities that are dedicated to people experiencing homelessness.

2C-3.	Discharge Planning Coordination. (All Applicants)
	Special NOFO Section VII.B.3.c.

Select yes or no in the chart below to indicate whether your CoC actively coordinates with the systems of care listed to ensure persons who have resided in them longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs.

1.	Foster Care	Yes
2.	Health Care	Yes
3.	Mental Health Care	Yes
4.	Correctional Facilities	Yes

2C-4.	CoC Collaboration Related to Children and Youth–SEAs, LEAs, School Districts. (All Applicants)
	Special NOFO Section VII.B.3.d.

Select yes or no in the chart below to indicate the entities your CoC collaborates with:

1.	Youth Education Provider	Yes
2.	State Education Agency (SEA)	Yes
3.	Local Education Agency (LEA)	Yes
4.	School Districts	Yes

2C-4a.	CoC Collaboration Related to Children and Youth–SEAs, LEAs, School Districts–Formal Partnerships. (All Applicants)
	Special NOFO Section VII.B.3.d.

Describe in the field below:

1.	how your CoC collaborates with the entities checked in Question 2C-4; and
2.	the formal partnerships your CoC has with the entities checked in Question 2C-4.

(limit 2,500 characters)

1 & 2. The CoC/SF Dept. of Homelessness and Supportive Housing (HSH) is strongly committed to collaborating with youth education providers through partnerships with Five Keys Schools to provide GED and educational services, with City College to create pathways to higher education, with SF State University to co-locate a CE Access Point, and with the Office of Economic and Workforce Development to provide Rising Up Job Developers that hold a 1:30 staff to client ratio supporting youth employment. HSH's ongoing collaboration with child welfare allows serves youth through the Foster Youth Services Coordinating Program, which supports children who suffer from traumatic effects of home and/or school displacement.

HSH, the collaborative applicant & primary recipient of CoC funding has formal partnerships with SF Unified School District (SFUSD), LEA, childcare & education providers, & child welfare & human services agency. SFUSD posts on website that LEAs "must ensure that each homeless child and youth has equal access to the same free, appropriate public education, including a public preschool program, as other children and youths." Schools & youth education providers coordinate with District Liaison to help obtain bus passes, uniforms, tutoring, & supplies. In 2017, the Program Director for the SF Resource Family Approval Program (overseeing Child Welfare) joined the CoC Board. As the department continues to be an advocate and support for families and transitional aged youth, in 2022 the Program Director for Family Services (Child Welfare) assumed the seat.

Since 2018, HSH & SFUSD have operated an overnight shelter at a school site, prioritizing homeless students at SFUSD. School Social Workers are trained at least annually on the Homelessness Response System and Family Coordinated Entry. HSH & SFUSD have a data sharing agreement that allows SFUSD to share information on all enrolled students to ensure rapid placement in family shelter or Heading Home, a public-private partnership to provide 700 RRH slots for SFUSD families. In May 2022, HSH and its Heading Home partners completed the placement goal for the Heading Home program and ended homelessness for 700 families with children in SFUSD. HSH and SFUSD are coordinating on a case management model that allows Buena Vista Horace Mann school social workers to access HMIS and support students experiencing homelessness with acquiring required documents for housing placement.

2C-4b.	CoC Collaboration Related to Children and Youth—Informing Individuals and Families Experiencing Homelessness about Eligibility for Educational Services. (All Applicants)	
	Special NOFO Section VII.B.3.d.	

Describe in the field below written policies and procedures your CoC adopted to inform individuals and families who become homeless of their eligibility for educational services

(limit 2,500 characters)

The CoC approved and publicly posted program Desk Guide outlines several requirements for CoC providers, in alignment with the CoC Interim Rule and the McKinney-Vento Homeless Assistance Act. Providers have been trained on the contents of the Desk Guide and the responsibilities it outlines. Providers are required to coordinate and integrate, to the maximum extent practicable, education programs for which families and individuals at-risk of homelessness and homeless individuals and families may be eligible. They must take the educational needs of children into account when families are placed in housing. To the extent practicable, families with children are to be placed close to their school of origin so as not to disrupt a child’s education. Any barriers to accessing education services are to be documented in both the program participant and project files. Eligible supportive services activities are outlined so that projects are aware they can use CoC funds for the costs of improving knowledge and basic educational skills, including instruction or training in consumer education, health education, substance abuse prevention, literacy, English as a Second Language, and General Educational Development (GED). Services may include screening, assessment, and testing; individual or group instruction; tutoring; provision of books, supplies and instructional material; counseling; and referral to community resources. CoC policies have been overseen the CoC Board, which has included the Program Director for the SF Resource Family Approval Program (overseeing Child Welfare) from 2017 to 2022; in 2022, the Program Director for Family Services (Child Welfare) assumed that seat. Since 2018, SF Dept. of Homelessness and Supportive Housing (HSH) and the SF Unified School District (SFUSD) have also operated an overnight shelter at a school site, prioritizing students within the SF CoC who are homeless. The CoC’s McKinney-Vento Liaison, HSH, and SFUSD support adherence to the district’s policy of enrolling any homeless student regardless of the lack of academic records, proof of residency, or immunization documentation. SFUSD works to ensure that each homeless child and youth has equal access to the same free, appropriate public education, including a public preschool program, as other children and youths. This commitment is publicly stated on the SFUSD website.

2C-5.	Mainstream Resources–CoC Training of Project Staff. (All Applicants)	
	Special NOFO Section VII.B.3.e.	

Indicate in the chart below whether your CoC trains project staff annually on the following mainstream resources available for program participants within your CoC’s geographic area:

	Mainstream Resource	CoC Provides Annual Training?
1.	Food Stamps	Yes
2.	SSI–Supplemental Security Income	Yes
3.	TANF–Temporary Assistance for Needy Families	Yes
4.	Substance Abuse Programs	Yes
5.	Employment Assistance Programs	Yes
6.	Other	No

2C-5a.	Mainstream Resources—CoC Collaboration with Project Staff Regarding Healthcare Organizations. (All Applicants)	
	Special NOFO Section VII.B.3.e.	
	Describe in the field below how your CoC:	
	1. systemically provides up-to-date information on mainstream resources available for program participants (e.g., Food Stamps, SSI, TANF, substance abuse programs) within your CoC's geographic area;	
	2. works with project staff to collaborate with healthcare organizations to assist program participants with enrolling in health insurance;	
	3. provides assistance to project staff with the effective use of Medicaid and other benefits; and	
	4. works with projects to promote SOAR certification of program staff.	

(limit 2,500 characters)

1. CoC systematically keeps program staff up to date regarding mainstream resources in the SF CoC's geographic area through annual and ongoing training. On 7/8/22, CoC providers attended a mandatory training on Increasing Participant Access to Mainstream Benefits. Representatives from TANF, SSI, MediCal, and General Assistance trained on access, eligibility, healthcare services, tips, and direct contacts. Ongoing updates are provided from these departments to Dept. of Homelessness & Supportive Housing (HSH) and subrecipients via email listservs, online postings, and trainings. Housing & Disability Advocacy Project assists disabled participants who are experiencing homelessness in applying for disability benefit programs while also providing housing assistance.

2 & 3. CoC and healthcare/benefits partners provide ongoing trainings and tools to providers on access to core services at all CoC- and locally funded homelessness programs. Mainstream healthcare programs and hospitals and Dept. of Public Health (DPH) are active partners in outreach, coordinated assessment, housing and services programs. Providers refer to Covered California health insurance. CoC/HSH work with DPH to train CoC and other housing/service providers, outreach staff, on linking to Medicaid and other benefits, and using healthcare funds for wraparound health/behavioral health supports for homeless individuals and families. CoC projects are also evaluated based on connecting clients to health insurance and other noncash benefits, including those that support substance abuse and mental health treatment.

4. SOAR trained staff are located at various housing sites. The CoC is committed to promoting SOAR certification in the future and has already implemented and funded SSI linked Medi-Cal Advocacy Programs like the Disability Evaluation Consultation Unit, Disability Evaluation Assistance Program, and Positive Resource Center, which do direct advocacy for SSI/SSDI benefits for participants. These programs are located within the Dept. of Public Health (DPH), Human Services Agency, and longstanding nonprofits. SF was also awarded Whole Person Care; a MediCal/Medicare high utilizer program administered by DPH.

3A. New Projects With Rehabilitation/New Construction Costs

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

3A-1.	Rehabilitation/New Construction Costs–New Projects. (Rural Set Aside Only). Special NOFO Section VII.A.	
If the answer to the question below is yes, you must upload the CoC Letter Supporting Capital Costs attachment to the 4A. Attachments Screen.		
Is your CoC requesting funding for any new project(s) under the Rural Set Aside for housing rehabilitation or new construction costs?		No

3B. Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

3B-1.	Designating SSO/TH/Joint TH and PH-RRH Component Projects to Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. (Rural Set Aside Only)	
	Special NOFO Section VII.C.	

Is your CoC requesting to designate one or more of its SSO, TH, or Joint TH and PH-RRH component projects to serve families with children or youth experiencing homelessness as defined by other Federal statutes?	No
--	----

3B-2.	Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. (Rural Set Aside Only)	
	Special NOFO Section VII.C.	
	You must upload the Project List for Other Federal Statutes attachment to the 4A. Attachments Screen.	
	If you answered yes to question 3B-1, describe in the field below:	
	1. how serving this population is of equal or greater priority, which means that it is equally or more cost effective in meeting the overall goals and objectives of the plan submitted under Section 427(b)(1)(B) of the Act, especially with respect to children and unaccompanied youth than serving the homeless as defined in paragraphs (1), (2), and (4) of the definition of homeless in 24 CFR 578.3; and	
	2. how your CoC will meet requirements described in Section 427(b)(1)(F) of the Act.	

(limit 2,500 characters)

4A. Attachments Screen For All Application Questions

Please read the following guidance to help you successfully upload attachments and get maximum points:

- | | | |
|--|----|---|
| | 1. | You must include a Document Description for each attachment you upload; if you do not, the Submission Summary screen will display a red X indicating the submission is incomplete. |
| | 2. | You must upload an attachment for each document listed where 'Required?' is 'Yes' |
| | 3. | We prefer that you use PDF files, though other file types are supported—please only use zip files if necessary. Converting electronic files to PDF, rather than printing documents and scanning them, often produces higher quality images and reduces file size. Many systems allow you to create PDF files as a Print Option. If you are unfamiliar with this process, you should consult your IT Support or search for information on Google or YouTube. |
| | 4. | Attachments must match the questions they are associated with. |
| | 5. | Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process. |
| | 6. | If you cannot read the attachment, it is likely we cannot read it either.
- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).
- We must be able to read everything you want us to consider in any attachment. |
| | 7. | Open attachments once uploaded to ensure they are the correct attachment for the required Document Type. |

Document Type	Required?	Document Description	Date Attached
1B-1. Local Competition Announcement	Yes	Local Competition...	10/17/2022
1B-2. Local Competition Scoring Tool	Yes	Local Competition...	10/17/2022
1B-3. Notification of Projects Rejected-Reduced	Yes	Notification of P...	10/17/2022
1B-3a. Notification of Projects Accepted	Yes	Notification of P...	10/17/2022
1B-4. Special NOFO CoC Consolidated Application	Yes		
3A-1. CoC Letter Supporting Capital Costs	No		
3B-2. Project List for Other Federal Statutes	No		
P-1. Leveraging Housing Commitment	No		
P-1a. PHA Commitment	No	PHA Commitment	10/17/2022
P-3. Healthcare Leveraging Commitment	No		
P-9c. Lived Experience Support Letter	No	Lived Experience ...	10/18/2022
Plan. CoC Plan	Yes	CoC Plan	10/18/2022

Attachment Details

Document Description: Local Competition Announcement

Attachment Details

Document Description: Local Competition Scoring Tool

Attachment Details

Document Description: Notification of Projects Rejected-Reduced

Attachment Details

Document Description: Notification of Projects Accepted

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description:

Attachment Details

Document Description: PHA Commitment

Attachment Details

Document Description:

Attachment Details

Document Description: Lived Experience Support Letter

Attachment Details

Document Description: CoC Plan

Submission Summary

Ensure that the Special NOFO Project Priority List is complete prior to submitting.

Page	Last Updated
1A. CoC Identification	10/11/2022
1B. Project Review, Ranking and Selection	Please Complete
2A. System Performance	10/11/2022
2B. Coordination and Engagement	10/12/2022
2C. Coordination and Engagement–Con't.	10/11/2022
3A. New Projects With Rehab/New Construction	No Input Required
3B. Homelessness by Other Federal Statutes	10/11/2022
4A. Attachments Screen	Please Complete
Submission Summary	No Input Required

Attachment 1B-1: Local Competition Announcement

This attachment includes the screenshot of the web posting from the CoC announcing the local competition for the Special NOFO. The local competition was announced on August 29, 2022.



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2022 Continuum of Care Supplemental Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness

On June 22, 2022, the [Continuum of Care \(CoC\) Program Supplemental Funding Opportunity to Address Unsheltered and Rural Homelessness \(Special Notice of Funding Opportunity \(NOFO\)\)](#) was announced. The NOFO is [linked here](#). This is a first-of-its-kind package of resources to address unsheltered homelessness and homeless encampments.

Bidder's Conference

The Bidders' Conference for San Francisco's Continuum of Care Competition for supplemental funding opportunity to address unsheltered homelessness will occur on September 6th. All project applicants are strongly encouraged to attend. Application materials and timelines will be released at this time.

Project Applications are due on September 20th by 5pm.

NOFO will close and applications are due to HUD on October 20th by 5pm.

CoC Program Supplemental Funding Opportunity to Address Unsheltered and Rural Homelessness

This page contains information related to the Continuum of Care (CoC) Program Supplemental Funding Opportunity to Address Unsheltered and Rural Homelessness.

Attachment 1B-2: Local Competition Scoring Tool

This attachment includes several documents comprising the Project Scoring Tool for San Francisco's Unsheltered NOFO competition:

- 1) The Project Scoring Tool outlines the scoring criteria, maximum points available for each criteria, and the specific questions from the application tied to each criteria.
- 2) The scoresheet for the scored and accepted PSH project from HSH.
- 3) The scoresheet for the scored and accepted SSO project from HSH.
- 4) The competition policies, specifying the Planning Grant application would be ranked on the Priority Listing without needing to be scored.

2022 SAN FRANCISCO CONTINUUM OF CARE SPECIAL NOFO
2022 SPECIAL NOFO PROJECT SCORING TOOL

THRESHOLD CRITERIA

(Required but not scored. If “no” for any threshold criteria, the project is ineligible.)

Item	Maximum Score
HMIS Implementation: Projects that do not participate, or have not agreed to participate, are not eligible for funding, unless it is a victim-service agency, serving survivors of domestic violence. Project has agreed to participate in the DSHS-administered HMIS (ONE System), and signed a local Certification of Intent to participate. Victim-services agencies must utilize a comparable database to HMIS and be able to produce de-identified aggregate data.	N/A
Coordinated Entry: Projects that have not agreed to participate in Coordinated Entry, when it is available for the program type, are not eligible for funding. Victim-service agencies or those serving survivors of domestic violence shall participate with Coordinated Entry while protecting client data and safety to ensure fair and equal access to the coordinated entry process and housing and services opportunities.	N/A
Eligible Applicant: Applicant and subrecipient (if any) are eligible. Eligible project applicants for the CoC Program are nonprofit organizations, States, local governments, and instrumentalities of State and local governments.	N/A
Project Shall Meet HUD Timeliness Standards: Project has secured or will secure proof of site control, match, environmental review, and the documentation of financial feasibility within 12 months of the announcement of the award.	N/A
Target Populations: The population to be served meets CoC program eligibility requirements, and the project application must clearly establish eligibility of project applicants.	N/A
Amount of Request: The LHCB retains the right to request that new applicants adjust the amount of their requests.	N/A
Match: The agency has committed to match 25% of the grant except for leasing funds.	N/A
Ineligible Activities for New Projects: In order to best optimize the McKinney-Vento Continuum of Care funds and in alignment with HUD requirements outlined in the Special NOFO, the LHCB has determined that new projects shall not request funds for construction, rehabilitation, or acquisition.	N/A
Masterleased Units: If units are masterleased, lease is for at least 10 years.	N/A
CoC Strategic Plan Compliance: Project aligns with the San Francisco CoC Strategic Plan.	N/A
Equal Access and Non-Discrimination: The project ensures equal access for program participants regardless of their race, color, national origin, religion, sex, age, familial status or disability. The project complies with all federal and state civil rights and fair housing laws including the Fair Housing Act, Title IV of the Civil Rights Act and the Equal Access Rule.	N/A
Training and Technical Assistance: All projects must agree to be responsive to training and technical assistance from the Collaborative Applicant and the Local Homeless Coordinating Board (LHCB).	N/A
Substantially Changed Systems: All projects agree to inform LHCB and Collaborative Applicant if they have key personnel changes or substantially changed systems (such as changes to client admissions criteria).	N/A

SCORED CRITERIA

Review Panel members will review responses related to the identified application questions to score each project application area. Applicants should use the supplemental narrative questions to provide additional detail and information not included in the e-snaps application.

Scoring Factors		Points	Application Question
1	Program Description	30	
1a	Service Provision and Linkages		
	<p>The agency has a clear plan to link clientele with appropriate services to support housing access and retention. The plan details services to be provided in-house, versus those provided via referral to partners with consideration for transportation logistics. Services described are of suitable type and scale, and locations are physically accessible. The plan also includes the ordered process by which clients are matched with services. The program description should include whether the project will be leveraging health care resources (proven by attaching written commitment from a health care organization who will provide substance use treatment or recovery services to all interested program participants who qualify OR provide services equal in value to at least 50% of funds being requested). Program description should include how the proposed project is consistent with the CoC’s Plan to Serve Individuals and Families Experiencing Homelessness with Severe Service Needs.</p>	12	<p>e-snaps Application: Screen 3B: Description</p> <p>Screen 4A: Supportive Services for Program Participants</p> <p>Supplemental Narrative: Question 1</p>
1b	Housing Location Suitability		
	<p>Housing where participants will reside is identified, accessible and appropriate to the program design proposed. The type, scale, and location fit the needs of the proposed client population. Neighborhood amenities (e.g. grocery store, pharmacy) are within reach, especially with consideration for clientele’s particular needs. PSH projects who do not yet have a site identified, and Scattered Sites PSH and Rapid Rehousing Projects, must provide a plan to procure housing units.</p> <p>For SSO projects, program has a plan for providing outreach services to the designated target population. The program will coordinate with other providers to ensure complete coverage of outreach services across the Continuum of Care.</p>	10	<p>e-snaps Application: Screen 4B: Housing Type and Location</p> <p>Part 5: Program Participants</p> <p>Supplemental Narrative: Question 2</p>
1c	Housing First Compliance		

<p>Program will use a “Housing First” approach, offering assistance without preconditions (such as sobriety) and rapid placement/stabilization in permanent housing. For more information on Housing First, please visit the HUD Exchange at https://www.hudexchange.info/news/coc-competition-focus-housing-first/. Projects are expected to provide narrative that addresses how the project considers the severity of barriers experienced by program participants, including those barriers to participation faced by persons of different races and ethnicities who are overrepresented in the homeless response system.</p>	<p>8</p>	<p>e-snaps Application: Screen 3B: Description</p> <p>Supplemental Narrative: Question 3</p>
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2	Mainstream Resources	10	
2a	Client Connection/Access		
	Program’s own policies and procedures ensure incoming clients are screened for mainstream resource eligibility. The policies and procedures dictate that clients will be individually assisted to obtain the benefits of the mainstream health, social, and employment programs for which they are eligible. Policies and procedures further dictate that clients will be individually assisted both to increase their incomes and to foster their independence in a manner accounting for their unique needs and capabilities. Projects must provide outcome data related to increasing participant income in other projects they have run, if applicable. If project has not supported this before, please note.	5	e-snaps Application: Screen 4A: Supportive Services for Program Participants Supplemental Narrative: Question 4
2b	Mainstream Resource Staff Training		
	Program conducts or provides access to training for staff on available mainstream resources for which clients may qualify. Projects must provide outcome data related to successfully connecting participants with mainstream benefits in other projects they have run, if applicable. If project has not supported this before, please note.	5	e-snaps Application: Screen 4A: Supportive Services for Program Participants Supplemental Narrative: Question 5

3	Agency Background/Capacity	20	
3a	Past Performance – Management & Compliance		
	Agency has successfully operated at least one program similar to the one proposed for at least two years, and/or demonstrates strong grant management, compliance and performance history. Agencies lacking directly comparable past programming may reference parallel experience providing homeless housing or services, administering rental assistance, and/or as a landlord or property manager. If an applicant cannot demonstrate adequate experience alone, applicant may describe MOUs or contracts with experienced consultants and/or partner agencies. If available, projects should provide narrative/data related to the length of time participants remain homeless before entering their project and the rate of returns to homelessness after participating in their project.	12	e-snaps Application: Screen 2B: Experience of Applicant, Subrecipient(s) and Other Partners Supplemental Narrative: Question 6
3b	Compliance Responsiveness and Resolution		

	Agency has been responsive to outstanding or pending HUD monitoring findings, HSH findings, City-wide joint fiscal monitoring findings, financial audit findings, and has no other indication of major capacity issues.	5	e-snaps Application: Screen 2B: Experience of Applicant, Subrecipient(s) and Other Partners Supplemental Narrative: Question 7
3e	Coordinated Entry Compliance		
	Agencies with past CoC grants must have complied with Coordinated Entry requirements. This includes exclusively taking housing referrals from, and posting vacant beds to, the Coordinated Entry System. New agencies without past Coordinated Entry experience receive full points upon agreement to participate.	3	e-snaps Application: Screen 3B: Description Supplemental Narrative: Question 8

4	Budget and Cost-Effectiveness	18	
4a	Budget Efficiency		
	Project budget balances robust, yet cost-effective expenses to support the proposal. No line items appear unnecessary, nor unjustified by the proposal. Staffing is sufficient to the scope of the program, with consideration for the clientele's unique needs.	18	e-snaps Application: Part 6: Budgets Supplemental Narrative: Question 9

5	Cultural Competency	16	
5a	<p>Client Input</p> <p>Program includes clientele in design and operation of the program, with policies and procedures that ensure client participation in compliance with the HEARTH Act.</p> <p>Applicant should commit to incorporating client feedback in design and operation through strategies including, but not limited to:</p> <ul style="list-style-type: none"> o Lived-experience members of the agency’s board o Regularly-scheduled Consumer Advisory Board convenings o Lived-experience staff member(s) o Regularly-scheduled consumer satisfaction surveys o Client focus groups 	6	Supplemental Narrative: Question 10
5b	<p>Programmatic Cultural Competency</p> <p>Program’s policies and procedures and supplemental materials prioritize cultural competency, especially with regard to service delivery. By design, program activities and literature account for participants’ language, culture, and trauma experiences.</p> <p>Projects Serving Children: Written policies and procedures ensure that children’s educational needs will be met, in compliance with the HEARTH Act.</p> <p>Projects serving domestic violence survivors: Program incorporates best practices to serve survivors of domestic violence, dating violence, sexual assault, and/or stalking. Program demonstrates staff expertise on VAWA regulations, safety planning, and survivor-specific networks and services.</p>	6	Supplemental Narrative: Question 11
5c	<p>Client Confidentiality</p> <p>Program has written policies regarding client confidentiality, especially for special populations such as survivors of domestic violence.</p>	4	Supplemental Narrative: Question 12

6	Disability Access	6	
6a	<p>Physical Accessibility</p> <p>Program is physically accessible to persons with disabilities, including activities that may occur offsite.</p>	2	Supplemental Narrative: Question 13
6b	<p>Communications Accessibility</p> <p>Program provides accessible written and verbal communications to persons with disabilities (e.g. braille, large font, TTY).</p>	2	Supplemental Narrative: Question 13
6c	<p>ADA Disclosures</p> <p>Program has a plan to inform participants of their rights under the ADA.</p>	2	Supplemental Narrative: Question 13
Total:		100	

2022 SPECIAL NOFO COMPILED PROJECT SCORES

CA-501 - San Francisco CoC

Project	Number	Factor	Max Score	Cindy	Katie	Robert	Average
RRH HSH	Number	Factor	Score				77.33
RRH HSH	1	Program Description	30				
RRH HSH	1a	Service Provision and Linkages	12	9	7	11	9
RRH HSH		Notes:					
RRH HSH	1b	Housing Location Suitability	10	5	7	6	6
RRH HSH		Notes:					
RRH HSH	1c	Housing First Compliance	8	6	8	8	7.33333333
RRH HSH		Notes:					
RRH HSH	2	Mainstream Resources	10				
RRH HSH	2a	Client Connection/Access	5	3	4	5	4
RRH HSH		Notes:					
RRH HSH	2b	Mainstream Resource Staff Traing	5	3	3	5	3.66666667
RRH HSH		Notes:					
RRH HSH	3	Agency Background/Capacity	20				
RRH HSH	3a	Past Performance - Management & Compliance	12	9	11	5	8.33333333
RRH HSH		Notes:					
RRH HSH	3b	Compliance Responsiveness and Resolution	5	4	3	5	4
RRH HSH		Notes:					
RRH HSH	3e	Coordinated Entry Compliance	3	2	3	3	2.66666667
RRH HSH		Notes:					
RRH HSH	4	Budget and Cost-Effectiveness	18				
RRH HSH	4a	Budget Efficiency	18	15	18	15	16
RRH HSH		Notes:					
RRH HSH	5	Cultural Competency	16				
RRH HSH	5a	Client Input	6	5	4	4	4.33333333
RRH HSH		Notes:					
RRH HSH	5b	Programmatic Cultural Competency	6	3	2	4	3
RRH HSH		Notes:					
RRH HSH	5c	Client Confidentiality	4	4	3	4	3.66666667
RRH HSH		Notes:					
RRH HSH	6	Disability Access	6				
RRH HSH	6a	Physical Accessibility	2	2	2	1	1.66666667
RRH HSH		Notes:					
RRH HSH	6b	Communicatinos Accessibility	2	2	2	1	1.66666667
RRH HSH		Notes:					
RRH HSH	6c	ADA Disclosures	2	2	2	2	2
RRH HSH		Notes:					
RRH HSH	99	Late Application Penalty	-15				

2022 SPECIAL NOFO COMPILED PROJECT SCORES

CA-501 - San Francisco CoC

Project	Number	Factor	Max Score	Cindy	Katie	Robert	Average
SSO HSH	Number	Factor	Score				82
SSO HSH	1	Program Description	30				
SSO HSH	1a	Service Provision and Linkages	12	11	10	12	11
SSO HSH		Notes:					
SSO HSH	1b	Housing Location Suitability	10	5	6	8	6.33333333
SSO HSH		Notes:					
SSO HSH	1c	Housing First Compliance	8	6	8	8	7.33333333
SSO HSH		Notes:					
SSO HSH	2	Mainstream Resources	10				
SSO HSH	2a	Client Connection/Access	5	5	3	5	4.33333333
SSO HSH		Notes:					
SSO HSH	2b	Mainstream Resource Staff Traing	5	5	2	5	4
SSO HSH		Notes:					
SSO HSH	3	Agency Background/Capacity	20				
SSO HSH	3a	Past Performance - Management & Compliance	12	9	11	6	8.66666667
SSO HSH		Notes:					
SSO HSH	3b	Compliance Responsiveness and Resolution	5	4	3	4	3.66666667
SSO HSH		Notes:					
SSO HSH	3e	Coordinated Entry Compliance	3	2	1	3	2
SSO HSH		Notes:					
SSO HSH	4	Budget and Cost-Effectiveness	18				
SSO HSH	4a	Budget Efficiency	18	15	18	14	15.66666667
SSO HSH		Notes:					
SSO HSH	5	Cultural Competency	16				
SSO HSH	5a	Client Input	6	5	4	4	4.33333333
SSO HSH		Notes:					
SSO HSH	5b	Programmatic Cultural Competency	6	6	4	6	5.33333333
SSO HSH		Notes:					
SSO HSH	5c	Client Confidentiality	4	4	3	4	3.66666667
SSO HSH		Notes:					
SSO HSH	6	Disability Access	6				
SSO HSH	6a	Physical Accessibility	2	2	2	2	2
SSO HSH		Notes:					
SSO HSH	6b	Communicatinos Accessibility	2	2	2	1	1.66666667
SSO HSH		Notes:					
SSO HSH	6c	ADA Disclosures	2	2	2	2	2
SSO HSH		Notes:					
SSO HSH	99	Late Application Penalty	-15				

San Francisco Local Homeless Coordinating Board

2022 CoC Supplemental to Address Unsheltered and Rural Homelessness: Local CoC Competition Review, Rank & Appeals Process

STATEMENT OF POLICY

The San Francisco Continuum of Care (SF CoC) prioritizes transparent and rigorous governance of its local CoC funding competition processes. This document outlines the local competition process for the 2022 CoC Supplemental to Address Unsheltered and Rural Homelessness (Special NOFO).

The SF CoC Local Competition process is welcoming to persons with disabilities, persons who have experienced homelessness, and persons with limited English proficiency. For reasonable accommodations, please contact Hanna Blanton at Hanna.Blanton@sfgov.org or (628)652-7991.

LOCAL COMPETITION REVIEW AND RANK PROCESS

- The CoC designs a project review and rank process and scoring criteria grounded in the review and rank process for the Annual NOFO and customized to meet the specifications of the Special NOFO.
- Prospective applicant agencies attend the Bidders' Conference. Providers are connected with technical assistance resources and providers at the Bidders' Conference. Additional resources (e.g., updated guidance from HUD) will be forwarded to prospective applicants who attended the Bidders' Conference as materials are made available.
- Prospective applicant agencies submit all project application components by 5 p.m. on September 20, 2022. Application materials for the Special NOFO include the following:
 - Proposal Submission Checklist (Required)
 - HUD e-snaps Application (.pdf file format) (Required)
 - Supplemental Project Narrative (Required)
 - 2880 Applicant/Recipient Disclosure/Update Report (leave signature line blank) (Required)
 - Documentation of match resources (Required)
 - Documentation of leverage resources (Optional)
- HSH/LHCB staff assess project threshold requirements, according to the *Scoring Tools*.
 - LATE/INCOMPLETE APPLICATION POLICY: Late applications received within 24 hours following the due date/time will be reduced by 15 points. Incomplete applications cannot be cured for Priority Panel review beyond the due date. If an incomplete application is nevertheless selected for funding, the application must be corrected prior to final submission to HUD.
- LHCB staff recruits Priority Panel members, preferring members who have previously served on the panel, and/or bearing relevant experience to the NOFO-specific priorities (e.g., panelists with experience serving unsheltered communities). Priority Panel members each sign a *Conflict of Interest and Confidentiality Form*, and preliminarily review and pre-score all applications.

- The Priority Panel scores project applications based on the scoring criteria and scales specified in the *Scoring Tool*.
- The Priority Panel convenes to review applications and individually finalize scores.
- Panel members must sign and submit to LHCBS staff, the *Review and Rank Process Confidentiality and Conflict of Interest Statement*.
- Applications are ranked and ordered in the *Priority Listing* according to score, with the following exceptions:
 - CoC Planning, HMIS, and SSO – Coordinated Entry applications will be assigned ranks on the *Priority Listing* by the Priority Panel, with consideration for housing and service as well as administrative resource needs of the Continuum of Care.

APPEALS ELIGIBILITY

An applicant is eligible to appeal if:

- (1) the project is not selected for funding by the Priority Panel, or receives less funding than sought; and
- (2) the applicant can demonstrate the competition process outlined in this document was not followed, resulting in a reduced project application score or lower project ranking.

APPEALS COMMITTEE COMPOSITION

The Appeals Committee comprises three LHCBS members, accompanied by one non-voting Priority Panel member to provide context on ranking decisions. Appeals Committee members will neither have served as Priority Panel members in the same year, nor be permitted to have real or apparent conflicts of interest with any agencies applying for funding. Appeals Committee members must sign and submit to LHCBS staff, the *Review and Rank Process Confidentiality and Conflict of Interest Statement*. The Appeals Committee’s review is limited in scope to the components of the application appealed according to the appellant’s submission.

APPEALS PROCESS

- The Priority Panel’s Preliminary *Priority Listing* is publicly posted.
- Applicants are given one business day to request copies of score sheets. Applicants can request score sheets by email at Hanna.Blanton@sfgov.org. Anonymized notes of Priority Panel’s scoring rationale will be provided alongside score sheets, upon request only. **Appeals deadline:** Eligible applicants who choose to appeal must electronically submit a written appeal to SF-Unsheltered-NOFO@focusstrategies.net and Hanna.Blanton@sfgov.org within 3 business days of the *Priority Listing* public posting. Please include both email addresses.
- The written appeal is limited to two pages typed, 12-point font. The appeal states all grounds for appeal, by reference to information contained within the original application materials. No extraneous detail will be taken into consideration, with the exception of ranking context provided verbally by the non-voting Priority Panel member in attendance on Appeals Day.
- The written appeal must be signed by an individual authorized to represent the sponsor recipient/subrecipient (e.g., Executive Director) and indicate pertinent sections of the application upon which its arguments are founded.
- The Appeals Committee is given a flexible period of time, subject to NOFO timeline constraints, to review written appeals and all pertinent application materials.

- The Appeals Committee convenes on Appeals Day to review and evaluate all written appeals, hear presentations, if applicable, and render its final determinations.
- Appellants will receive written notice via email of the Appeals Committee's determination regarding the appellant project within 2 business days.
- The Appeals Committee's *Final Priority Listing* is submitted to the LHC B for final approval.
- If funding becomes available after LHC B approval of the *Final Priority Listing*, via budget correction or due to a project voluntarily removing its project application from consideration for funding, LHC B staff will allocate this funding to new project applicants in order of project ranking until it is exhausted.
- Applications will be submitted within the CoC's *Consolidated Application*.

For questions regarding the *San Francisco CoC Local Project Application Review and Rank Process* for the 2022 Special NOFO, please contact Hanna.Blanton@sfgov.org and SF-Unsheltered-NOFO@focusstrategies.net. Please include both email addresses in your email.

Attachment 1B-3: Notification of Projects Rejected-Reduced

The San Francisco CoC accepted all project applications submitted. No project applications were rejected or reduced.

Attachment 1B-3a: Notification of Projects Accepted

This attachment includes the email notification sent to the Department of Homelessness and Supportive Housing (HSH). HSH submitted 3 applications (Planning, RRH, and SSO). All 3 applications were accepted onto the Priority Listing. HSH was notified of the competition outcomes on October 4, 2022.

From: [SF Unsheltered NOFO](#)
To: [Menjivar, Salvador \(HOM\)](#); Hanna.Blanton@sfgov.org
Cc: [Matt Mitchell](#); [Vanessa Fenley](#)
Subject: Unsheltered NOFO competition outcomes -- SSO, RRH, & Planning applications
Date: Tuesday, October 4, 2022 12:41:00 PM
Attachments: [SF Unsheltered NOFO Preliminary Priority Listing.pdf](#)

October 4, 2022

Delivered via email to Salvador Menjivar, Director of Housing, City and County of San Francisco, salvador.menjivar1@sfgov.org

Dear Salvador,

This letter is to inform you that the San Francisco CoC review panel for the Unsheltered NOFO met on October 4. Based on their review and ranking of applications, the following applications from the City and County of San Francisco, Department of Homelessness and Supportive Housing were accepted onto the Priority Listing.

Project Name	Project Score	Rank	Amount Applied For	Amount Approved
SSO HSH Project Application	82	1	\$6,895,092	\$6,895,092*
RRH HSH Project Application	77.3	2	\$9,381,448	\$9,381,448*
CoC Planning HSH Application	N/A	3	\$523,419	\$523,419

Your SSO project application scored 82 out of 100 points and ranked #1. Your RRH project application scored 77.3 out of 100 points and ranked #2. Your CoC Planning application was not scored and was ranked on the priority listing by the review panel, in accordance with competition policies. The CoC's preliminary priority listing is attached to this email.

*The San Francisco CoC is eligible to apply for an additional \$647,316 in project funding under the Unsheltered NOFO. The review panel encourages HSH to increase the SSO and/or the RRH project application budgets to maximize, as much as is feasible, the amount of funding the CoC applies for under this competition.

The Local Homeless Coordinating Board (LHCB) will meet to approve the final Priority Listing. Please be aware that this decision is not final until the LHCB has met to approve the final list.

Sincerely,

Matt Mitchell & Vanessa Fenley
Focus Strategies

Attachment P-1a: PHA Commitment

This attachment includes a letter of commitment from the Housing Authority of the City and County of San Francisco.



HOUSING AUTHORITY OF THE
CITY AND COUNTY OF SAN FRANCISCO
1815 Egbert Avenue, San Francisco, CA 94124

October 3, 2022

Kimberly Nash
U.S. Department of Housing and Urban Development
Office of Community Planning and Development
San Francisco Regional Office
One Sansome Street, Suite 1200
San Francisco, CA 94104-4430

SUBJECT: PHA Commitment to Develop New Units and Create Housing Opportunities

Dear Ms. Nash:

The Housing Authority of the City and County of San Francisco (Authority) is pleased to submit this letter in support of the San Francisco Continuum of Care's (CA-501) application for the CoC Supplemental to Address Unsheltered and Rural Homelessness (FR-6500-N-25S).

The Authority's mission is to deliver safe and decent housing for low-income households and integrate economic opportunity for residents. To support the CoC's efforts to develop new units and create housing opportunities, SFHA commits to the following:

Work with the CoC (CA-501) to pair vouchers with CoC-funded supportive services; and
Work with the CoC (CA-501) and other stakeholders to develop a prioritization plan for a potential allocation of Stability Vouchers or a preference for general admission to the Housing Choice Voucher program through the coordinated entry process for individuals and families experiencing homelessness, at risk of homelessness, or fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking.

We appreciate the opportunity to expand access to affordable housing and supportive services in pursuit of the CoC's efforts to effectively address homelessness throughout San Francisco.

Respectfully,

Tonia Lediju
Chief Executive Officer
Housing Authority of the City and County of San Francisco

Housing Authority Board of Commissioners

Joaquín Torres
President

Leroy Lindo
Vice President

Luenna Kim

Mary Ann Pikes

Yolanda Harris

Tonia Lediju, PhD
Chief Executive Officer

Attachment P-9c: Lived Experience Support Letter

This attachment includes a letter of support for the CoC Plan, CoC application, and Priority Listing from the working group of people with lived experience of homelessness.



DEPARTMENT OF
HOMELESSNESS AND
SUPPORTIVE HOUSING

Shireen McSpadden, Executive Director



London Breed, Mayor

10/18/2022

U.S. Department of Housing and Urban Development
San Francisco Regional Office
Community Planning and Development Division, 9AD
Attn: Region IX HUD
One Sansome Street, Suite 1200
San Francisco, CA 94104

Re: Letter of Support from PLEH for the San Francisco CoC (CA-501) Unsheltered NOFO

To Whom It May Concern:

We are pleased to submit this letter in support of the San Francisco CoC's (CA-501) application to HUD for the Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness (FR-6500-N-25S). We represent a working group of people with lived experience of homelessness formed to provide input to and feedback on the CoC's Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs.

Our working group reviewed and provided input to the CoC's Plan on October 18, 2022. We wholeheartedly support the priorities and strategies outlined in the CoC's Plan and believe the additional resources provided through this funding opportunity will allow San Francisco to better serve its unhoused residents.

Sincerely,

Anastasia Grandy

Jamie Lang

Robbie Fischer

**Plan to Serve Individuals and Families Experiencing Homelessness
with Severe Service Needs**

Responding to unsheltered homelessness effectively, efficiently, and equitably is a priority of the San Francisco Continuum of Care (CoC). Individuals and families staying in unsheltered locations are often the most vulnerable and marginalized in the community. The CoC is developing strategies to leverage housing and healthcare resources, coordinate and align outreach services, expand access to interim and permanent housing, involve people with lived expertise in decision-making, and create an equitable homelessness response system. The Department of Homelessness and Supportive Housing (HSH) in the City and County of San Francisco serves as the CoC's Collaborative Applicant and facilitates the process to develop, expand, and refine these strategies.

I. Leveraging Housing Resources (P-1).

Permanent housing resources are required to improve housing outcomes and system performance throughout the CoC. Between 2019 and 2022, the City's stock of housing for people experiencing homelessness increased by around 25%, including adding 1,618 permanent supportive housing (PSH) units and 1,277 rapid re-housing beds. In addition, HSH has launched a Housing Ladder Program which assists households in moving from units with intensive supportive services to permanent, stable housing units with fewer supportive services.

A. Landlord Recruitment (P-1.c.)

(1 & 2) The City and County of San Francisco and partners work with thousands of landlords throughout the Bay Area to help households with tenant-based vouchers and rental assistance to access safe, stable housing. Over 3,500 landlords partner with the Housing Authority of the City and County of San Francisco to implement Housing Choice Voucher programs. HSH, as the CoC's collaborative applicant, is implementing additional strategies and programs to engage landlords to specifically assist households accessing housing through CoC- and ESG-funded resources.

HSH launched a six-month landlord incentive pilot program called the San Francisco Landlord Incentive Program (SFLIP). SFLIP provides financial assistance to incentivize landlords to lease housing to households exiting homelessness through City-supported rental assistance programs. SFLIP works to provide both financial rental bonuses and support to participating landlords to address concerns regarding leasing to tenants exiting homelessness.

New landlords are eligible to receive a bonus of \$1,000 for their first unit rented to a tenant under this program. Landlords are eligible for an additional \$500 rental bonus for each unit rented to a tenant after their initial rental under SFLIP. Research shows that a majority of units throughout San Francisco are overseen by property management companies. Therefore, HSH

implemented a unique property management and real estate agent bonus of \$250 for each unit rented to a tenant enrolled in an HSH-funded scattered site housing program.

In addition to the one-time financial incentives offered to landlords through SFLIP, other benefits advertised to landlords include guaranteed payment of full rent through federal, state and/or local sources, timely payment of rent, elimination of advertising costs through a pool of potential tenants, reduced vacancies and turnover times, connections with community-based partners who maintain frequent contact with tenants and provide in-home and out-of-home supportive services, and housing specialists who can answer questions and mitigate emerging issues as needed.

In March 2022 HSH and partners facilitated a virtual landlord appreciation and information session. More than 70 individuals attended the meeting to learn more about how they could support their community through leasing their vacant units. Following the event more than 20 landlords expressed interest in partnering with HSH and providers and through these property owners more than 125 units were made available to households enrolled in rental subsidy programs. Due to the success of this event HSH will support with facilitating similar events in the future. During this event HSH collected data regarding how the property owner heard about this opportunity. The number one method was through a Community Group or Association and the second was social media. Through this information HSH has continued to share opportunities with the San Francisco Apartment Associations and other related groups. HSH has also posted updated information to their social media pages and will continue to do so.

(3) HSH is currently partnering with the Mayor's Office and the Bloomberg Innovation Team to identify opportunities to improve efficiency and expand the availability of private market housing for individuals experiencing homelessness. This Innovation Team project is designed to research areas to increase placements in the private rental market, propose solutions to achieve greater success, with a particular emphasis on improving the process for landlord identification, engagement, and recruitment, test these assumptions with public and private partners, and integrate effective solutions into the City's "Scatter Site Model."

The SFLIP pilot program will end November 30th, 2022. Over the next couple of months HSH will evaluate the program's success and impact on increasing placements in the private rental market. Based on this information HSH will make a decision to continue funding this program or potentially specific aspects of the program.

II. Current Strategy to Identify, Shelter, and House Individuals and Families Experiencing Unsheltered Homelessness (P-3.)

Around 57% of San Francisco's unhoused population was staying in unsheltered areas, according to the 2022 Point-in-Time Count. In addition to increasing interim and permanent housing opportunities for unhoused, including unsheltered, households throughout the city, HSH and the CoC recently completed a comprehensive evaluation of the coordinated entry system and is in the process of re-designing the system to improve its ability to connect unhoused households efficiently and equitably to the interim and permanent housing resources available.

A. Current Street Outreach Strategy (P-3.a.)

(1) San Francisco's primary outreach effort, the San Francisco Homeless Outreach Team (SFHOT) is operated through HSH. SFHOT works to engage and stabilize the most vulnerable individuals by working with them to voluntarily enter shelter and housing opportunities or connecting them to other available resources. SFHOT operates in partnership with the Department of Public Health's Street Medicine team to address medical and behavior health needs, using an individualized approach that includes wrap-around services and promotes harm reduction and stability-based recovery whenever possible. This strategy ensures outreach teams are coordinated with another and with other critical services.

(2) SFHOT operates seven days a week. Teams operate from 6:00 a.m. to 6:30 p.m., Monday through Friday; from 6:00 a.m. to 7:00 p.m. on Saturday and Sunday; and from 8:30 a.m. to 7:00 p.m. on holidays. In addition, the City and County of San Francisco operates an Ambassador Program that provides an additional, non-law enforcement safety presence in select neighborhoods. Among other duties, Ambassadors conduct wellness checks on people in public spaces and help link community members, including people experiencing unsheltered homelessness, to available social services. Ambassadors operate 24/7 in the South of Market Neighborhood and Lower Nob Hill Neighborhood.

(3) SFHOT are small, professionally-trained teams with expertise in proactively engaging with people with complex needs. They are deployed to encampments and other areas in which people experiencing unsheltered homelessness reside. SFHOT serve as a Mobile Access Point and can connect unsheltered households to the coordinated entry system by providing on-site assessments or re-assessments. When SFHOT encounters individuals who opt not to enter into the programs or services available, the teams continue to outreach to those households to build rapport and ensure services are available when people are ready.

(4) People staying in unsheltered areas are often among those with the most severe service needs and highest vulnerabilities. In addition to deploying professional outreach teams consistently to help connect people to shelter, housing, and other critical services, HSH instituted several strategies to protect the health and well-being of highly vulnerable people living in unsheltered areas and encampments over the past several years. During the height of the COVID-19 pandemic, outreach teams played a critical role in service provision and access to resources for people experiencing homelessness on the streets, including medically fragile and vulnerable individuals. HSH deployed handwashing stations to high-impacted areas across the city and in the largest congregate shelters to increase access to hygiene. During this time efforts grew dramatically and included emphasis on COVID-19 education, delivery of masks, food and water, the distribution of hygiene and health care information, expanded wellness checks by the SFHOT team, and connected people to Shelter-in-Place (SIP) hotels, non-congregate shelter, COVID safe congregate shelter, and safe sleep sites.

SFHOT also collaborates with the San Francisco Department of Public Health Street Medicine Team to address the needs of people who are experiencing chronic unsheltered homelessness by providing outreach services alongside medical care for individuals that may be experiencing long-term health conditions, such as mental illness, substance use disorders, physical disabilities, or other medical conditions.

(5) SFHOT teams serve as Mobile Access Points and can connect unsheltered households to the coordinated entry system by conducting assessments or re-assessments in the field. This ensures those staying outside, in unsheltered locations, are provided with equitable access to the permanent housing resources available in the community.

(6) HSH's largest outreach program, SFHOT, is operated through partnership with Heluna Health. Heluna Health is responsible for hiring staff and they prioritize lived experience in hiring by partnering with local nonprofits that provide job training opportunities to people experiencing homelessness. Employment referral partners include Code Tenderloin, St. Vincent de Paul, and Salvation Army.

B. Current Strategy to Provide Immediate Access to Low-Barrier Shelter and Temporary Housing for Individuals and Families Experiencing Unsheltered Homelessness (P-3.b.)

(1) San Francisco is committed to and has expanded access to low-barrier shelter and temporary housing for people experiencing homelessness in the community. Several shelter options are available to households depending on their needs:

- **Congregate shelters** provide safe places to sleep, in communal or shared spaces. Many congregate shelters in San Francisco are Navigation Centers, a nationally-recognized low-barrier shelter model developed in San Francisco. Navigation Centers are designed to accommodate the needs of unsheltered adults, including incorporating harm reduction principles into operations and allowing individuals to bring pets and possessions with them. The City expands the capacity of congregate shelters in the winter to provide low-barrier access to individuals during inclement weather months.
- **Non-Congregate and Semi-Congregate shelters** provide private or semi-private rooms for guests. San Francisco is seeking opportunities to expand non-congregate and semi-congregate shelter options, building on lessons learned from operating shelter-in-place hotel programs during the pandemic.
- **Safe Sleep** options provide dedicated outdoor spaces for people in tents to sleep. These sites ensure people have places to sleep that are out of the public right-of-way, are clean and safe, and are connected to services and sanitation. Safe sleep spaces provide a critical, low-barrier option for people who are not able to stay inside.
- **The Trailer Program** was established when the City received 120 trailers to use as non-congregate emergency shelter during the COVID-19 pandemic. The City saw success

with this program and continues to manage these trailers as another low-barrier shelter resource.

- **Vehicle Triage Centers (VTC)** provide safe places for unhoused people staying in vehicles to stay and access services. From 2019 to 2021, HSH operated a pilot VTC and based on the success shown, opened a permanent VTC in January 2022. People staying at a VTC are able to leave their vehicles at the sites while accessing services elsewhere.

(2) The shelter system in the community has different access methods for the different household types in order to provide more efficient connections to the resources that are available for their specific situation. Information on how to access shelter is available through most homeless services access points.

Adults can access shelter by contacting the SFHOT through outreach or by calling their public line and leaving a voicemail with their name, location and when they can be accessed at the location, physical description so they can be identified, phone number (if they have one), and their preferred language. This voicemail line is checked twice daily and the team can usually respond in person or with a phone call within 72-hours. If they cannot immediately place the individual in a shelter, they will connect with them anyways and connect them to any other available resources at the time.

Families seeking shelter in San Francisco can contact a Coordinated Entry Access Point about the available shelter resources. If a family must leave a voicemail, their call will be returned within one business day. Mobile response teams are available to meet families anywhere in the city who are unable to visit an access point.

Transition Age Youth (18-24) can contact a Youth Coordinated Entry Access Point to get information about shelter resources, however, they can follow the process outlined above for adults as well. If the youth must leave a voicemail, their call will be returned within one business day.

(3) The CoC is committed to continue working to expand shelter options to be able to accommodate individuals and families experiencing homelessness who present for shelter. Over the past three years, prompted by the COVID-19 pandemic, San Francisco has increased efforts to provide non-congregate units for individuals both to expand shelter capacity in the community and to provide options for people to stay in temporary accommodations for those who are unable to stay in congregate shelters. The work to expand access to safe temporary accommodations and interim housing is continuing through the City and County's "A Place for All Program." Passed in Spring 2022, the Place for All ordinance directs HSH to outline and implement a strategy for providing equitable and comprehensive access to shelter for people experiencing unsheltered homelessness in San Francisco.

C. Current Strategy to Provide Immediate Access to Low-Barrier Permanent Housing for Individuals and Families Experiencing Unsheltered Homelessness (P-3.c.)

(1) HSH has over 11,000 units of supportive housing in its portfolio including Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH). For PSH, there are both scattered-site and site-based options available. Households are referred to these resources through the coordinated entry system. The site-based programs frequently offer additional services such as nursing, education and job training, youth and child programming, and food security support. The scattered-site programs are divided into two categories: 1) Flexible housing subsidy pool (FHSP) in which tenants use subsidies to live in units on the private rental market that the City has identified through partnerships with landlords and non-profit partners; and 2) Voucher programs in which tenants receive ongoing subsidies, largely through HUD funded programs, to lease units of their choice on the private market. Permanent housing programs operating through the CoC and other local funding operate with Housing First principles and practices by lowering barriers to access and ensuring all efforts are made to avoid terminating people from permanent housing programs.

One recent addition to San Francisco's strategy to provide access to low barrier permanent housing – the Shelter-in Place program -- was prompted by the COVID-19 pandemic. The first Shelter-in-Place (SIP) sites opened in April 2020 to provide temporary non-congregate shelter for people experiencing homelessness who were most vulnerable to COVID-19. At its highest capacity, San Francisco's SIP Hotel Program provided 2,288 rooms across 25 sites. The program has served over 3,700 guests, including adults, families, and Transition Aged Youth (TAY) ages 18 – 24. Services provided include:

- Wellness checks and health screenings
- Harm reduction services
- In-Home Supportive Services (IHSS) and nursing support services
- Referrals and linkages to Coordinated Entry Access Points and public benefits
- Laundry and janitorial services
- Meals
- Security and de-escalation

The SIP program model has onsite wraparound services from the Department of Public Health and the Human Services Agency, such as medical and behavioral health, in-home support services, and benefits enrollment. This combination of services has helped many guests stabilize. Drawing on best practices from the SIP hotels, HSH is expanding similar collaborations with City partners across systems of care. As the SIP program has demobilized 40% of SIP program clients have transitioned into permanent supportive housing with another 17% of SIP program participants receiving housing subsidies.

(2 & 3) HSH operates the community's coordinated entry system, providing access to low-barrier permanent housing for people experiencing homelessness, including unsheltered homelessness. HSH led efforts to evaluate the coordinated entry system in 2022, providing valuable evidence in support of San Francisco's current strategy. Evaluation findings demonstrated the number of referrals significantly increased for all household types between 2019 to 2021. By increasing the number of housing programs participating in coordinated entry,

introducing different types of resources available in the community, and working to improve the efficiency and efficacy of the coordinated entry system, San Francisco has improved its ability to refer unhoused residents to permanent housing opportunities.

The San Francisco CoC also maintains a 97% retention rate in CoC- and locally-funded PSH, demonstrating the efficacy of the CoC and HSH's permanent housing strategy.

(4) While the 2022 coordinated entry evaluation provided evidence in support of San Francisco's broad strategy to provide a variety of permanent housing options and streamline access to those housing options through coordinated entry, the evaluation also identified several strategies to further improve access. These include strategies such as creating a mobile access point that travels from shelter to shelter; bring assessors into hospitals and jails; create pop-up access points at food pantries, needle exchanges sites, and other locations where people congregate; and continue to outreach to people in encampments, increasing access for people staying in these locations. In addition, data from the coordinated entry system as well as feedback from providers and stakeholders identified that the referral and enrollment process can lag. Reducing the number of days between enrollment in coordinated entry and subsequent referrals to housing will be a priority of the coordinated entry system re-design process underway.

III. Updating the CoC's Strategy to Identify, Shelter, and House Individuals Experiencing Unsheltered Homelessness with Data and Performance (P-4.)

The CoC works continuously to improve data collection efforts to inform program and system performance improvements. HSH has enlisted the support of consultants to analyze different aspects of the homeless response system and support the CoC's efforts to improve system performance. HSH is currently leading several initiatives to improve system performance through data-informed strategies.

HSH recently completed a comprehensive evaluation of the coordinated entry system, as described above. Over the coming months, HSH and partners will undergo the process of redesigning the coordinated system to improve the access, prioritization, referral, and housing placement processes for individuals, families, and transition-aged youth.

HSH is also in the process of modeling system performance. This process utilizes administrative, Point-in-Time, and Housing Inventory Count data to understand how the current homelessness response system is performing and what outcomes may result from directing resources to different interventions and strategies.

Finally, HSH is undergoing a strategic planning process, building on past efforts and lessons learned. This process will utilize the assessment, evaluation, and other analytic efforts to drive the development of revised goals and strategies informing the future direction of San Francisco's homelessness response system.

In addition to these efforts, HSH's Data & Performance Team's continuously uses data and research of best practices to support the creation and ongoing implementation of high quality,

responsive, and coordinated homeless services. The team is responsible for supporting data-driven decision-making, performance measurement, and public reporting. Using a variety of data management and analytical approaches, they strive to make data accessible and insightful for teams across the department while informing opportunities for evaluation and continuous improvement.

As the CoC engages in these system-level efforts to improve coordination and resources for San Francisco's unhoused residents, the CoC continues to encourage providers to utilize best practices and a housing first model for all programs. Furthermore, HSH supports and encourages partners to incorporate the expertise of people with lived experience of homelessness through various approaches to gain input and data to improve program operations.

(1) Updating Street Outreach Strategies:

SFHOT works as a mobile access point to the coordinated entry system, and utilizes the Online Navigation and Entry (ONE), San Francisco's HMIS system, to track client interactions and information. This allows outreach staff to come to the client and provide access to shelter resources and housing assessments without clients having to travel to receive these services. SFHOT works to engage clients as a bridge to housing opportunities by performing intake to the coordinated entry system and following encampment residents to offer ongoing service engagement and housing navigation support.

HSH has expanded street outreach to include Street Ambassador Services. The purpose of this program model is to provide street ambassador services in high priority geographic areas of San Francisco that are home to new and/or existing Department of Homelessness and Supportive Housing (HSH) funded shelter and permanent supportive housing sites. Street ambassador teams are intended to be responsive to neighborhood concerns regarding street safety and cleanliness and to help promote community acceptance of sites serving currently and formerly homeless residents.

(2) Updating Shelter/Temporary Accommodations Strategies:

By expanding encampment resolution teams through this funding opportunity, San Francisco will work to eliminate vacancies in shelters by driving placement through additional outreach. HSH's Data & Performance Team also works to provide a live view of inventory and availability so that housing resources can be utilized in real time. This improves access to Shelter because it eliminates vacancies due to information lag.

(3) Updating Permanent Housing Strategies:

HSH's Data & Performance Team works with program managers overseeing Permanent Housing strategies in the CoC to establish performance tracking measures and monitor key metrics in support of strategic framework objectives.

IV. Identify and Prioritize Households Experiencing or with Histories of Unsheltered Homelessness (P-5.)

(1) Resources provided in the Special NOFO will work to reduce unsheltered homelessness. Two project applications were submitted that will result in additional programs and capacity in the local homelessness response system. The first is a supportive services only project to increase outreach to individuals experiencing unsheltered homelessness. The second is a project to expand rapid rehousing slots and provide supportive services to individuals receiving stability vouchers from the San Francisco Housing Authority. By investing in an expansion of street outreach, HSH will be able to work toward full occupancy of available housing resources with a particular focus on the unsheltered population. Last year, street outreach-based case management placed 118 clients from the street and into housing. By expanding the outreach team and allowing outreach workers to take on elements of housing navigation, HSH anticipates this number will increase.

(2) San Francisco's coordinated entry system currently prioritizes families with long histories of unsheltered homelessness, amongst other factors, for shelter and housing units. In addition, bridge housing placements are prioritized for individuals with housing referrals who might otherwise remain unsheltered pending a housing placement.

(3) San Francisco's SFHOT currently provides street outreach services, in partnership with street medicine providers, seven days a week. SFHOT serves as an access point for coordinated entry, allowing outreach providers to assess or re-assess individuals in the field. Additional outreach capacity provided through this funding opportunity will enable outreach workers to take on elements of housing navigation in addition to connecting people to the coordinated entry system, allowing the CoC to better connect people in unsheltered living situations to housing resources.

(4) The CoC and HSH have intentionally developed strategies to address homelessness that will meet the needs of individuals and families staying in unsheltered spaces. This has included expanding low-barrier shelter options, supporting comprehensive outreach and street medicine services, increasing the number of permanent housing units available, and completing several evaluative and analytic projects to provide critical information and insight to guide further system planning.

V. Involving Individuals with Lived Experience of Homelessness in Decision Making – Meaningful Outreach (P-6.)

(1& 2) HSH and the CoC strive to ensure that people with lived experience of homelessness are represented throughout the organization and in advisory committees. The Local Homelessness Coordinating Board (LHCB) is the governance board for the San Francisco CoC and works to ensure a unified homeless strategy that is supported by the Mayor, the Board of Supervisors, City

Departments, nonprofit agencies, people who are currently experiencing homelessness or are formerly homeless, and the community at large. The LHCB serves an advisory body to HSH and includes members with lived experience on the board.

HSH is leading San Francisco's city-wide strategic planning process in the second half of 2022 to have a new 5-year plan on homelessness in early 2023. HSH is dedicating a comprehensive set of planning, consulting, and payment resources for people with lived experience to be engaged in the design of the strategic plan. HSH, in coordination with other community groups including LHCB and the Our City Our Home Oversight Committee and service providers' lived experience advisory boards, intends to build a more sustained infrastructure for people with lived experience to be resourced and supported to participate in the homeless response system's ongoing design, continuous quality improvement, and evaluation of progress towards system performance measures and equity goals established in the planning process.

In addition, San Francisco's implementation of funding through local Prop C, which is generating additional revenue for funding programming to prevent and end homelessness, is overseen by the Our City, Our Home Oversight Committee (OCOH) to ensure accountability over the use of the funds. That Oversight Committee includes specific seats for people lived experience. The Committee hosted several community listening sessions in 2021-22, that engaged over 400 people with lived experience. This input informed community priorities for OCOH funding but also for the HHAP Local Homelessness Action Plan.

In 2021, HSH partnered with the National Innovation Service (NIS) Center for Housing Justice and released a report, San Francisco Opportunities for Advancing Racial Equity. Through this process, HSH set out to identify a set of priorities and actions to build trust and momentum for advancing racial equity goals within the department. This included bringing in the experiences and wisdom of community members with lived experience to build understanding on current systemic barriers to advancing racial equity and identify the pathway forward towards accountability and actions to advance deliberate practices as foundational to HSH becoming a more equitable department.

(3) HSH values the contributions of people with lived experience and demonstrates that value by requiring contractors to prioritize hiring outreach staff with lived experienced. Staff with lived experience have an invaluable perspective and ability to relate to individuals experiencing homelessness. Having a shared connection destigmatizes the experience of receiving services and lays a foundation of trust when working to meet the clients' needs. Street outreach and ambassador program both prioritize hiring staff with lived experience by utilizing local job placement services that work as a safety net for people with housing insecurity or actively experiencing homelessness.

VI. Supporting Underserved Communities and Supporting Equitable Community Development (P-7.)

(1) The San Francisco CoC and HSH have made a commitment to equity throughout the homelessness response system. For example, members of the HSH Executive Team meet monthly with providers of color to discuss equity, address barriers faced by communities of

color, gather feedback, and devise strategies on how to end homelessness across San Francisco's system of care, specifically within underserved communities. Additionally, HSH has hired a Chief Equity Officer to lead HSH equity initiatives and will add a dedicated racial equity trainer and a racial equity analyst to its staff in FY 22-23.

HSH leadership, the new Chief Equity Officer, and staff will be partnering to develop an outreach plan to bring providers of color and smaller providers into the larger homelessness response system. Strategic recommendations for this will be based on feedback from providers and CoC stakeholders and will aim to deliver more equitable outcomes to communities of color through HSH's contracting system. Potential strategies include technical assistance and coaching for providers of color, and funding for training and capacity building. Additionally, leadership, the Chief Equity Officer, and the contracts team will also evaluate the contracting process to identify barriers for and to improve opportunities for participation.

Every two years, the U.S. Department of Housing and Urban Development (HUD) requires that all communities receiving federal funding for homelessness services conduct a Point-in-Time (PIT) Count of people experiencing homelessness. The PIT Count is the primary source of nationwide data on homelessness and identifies people living in unsheltered and sheltered settings. The CoC utilizes this information to understand the local population of people experiencing homelessness and operationalize that knowledge to heavily influence outreach strategies and program development.

(2) The department is focused on the overrepresentation of three communities within the homelessness response system, the Black/African American community, the Latinx community, and the transgender/non-binary/gender non-conforming community. HSH has historically sought input from communities of color, particularly those experiencing or formerly homelessness, in order to build equity into its overall strategy. The Center for Social Innovation (C4) launched Supporting Partnerships for Anti-Racist Communities (SPARC) in 2016 in response to overwhelming evidence that people of color were dramatically overrepresented in the nation's homeless population. Participation in SPARC is one way that HSH has prioritized racial equity in its mission and has worked to build a culture of equity into HSH since its inception. In October 2016, C4 partnered with HSH and CoC providers and members to collect data to examine the racial dimensions of homelessness in the area. Benchmarks to ensure equity resulting from this partnership were included in the implementation of HSH's strategic framework. Data in this analysis included the following quantitative and qualitative inputs:

- Homeless Management Information System (HMIS) data from fiscal years (FY) 2011 to 2016;
- Aggregate data from the San Francisco Department of Public Health Coordinated Care Management System for FY 2014-15;
- An online demographic survey of providers serving people experiencing homelessness; and
- Qualitative research, including 29 individual interviews with people of color experiencing homelessness and three focus groups of providers, stakeholders, and consumers.

Recommendations from this research included designing an equitable Coordinated Entry (CE) system, incorporating racial equity into grantmaking and contracting, including racial equity data analysis and benchmarks in the strategic implementation plan, supporting organizational development within agencies serving communities of color, encouraging anti-racist program delivery and promoting ongoing anti-racism training, increasing affordable housing availability, and creating innovative upstream interventions. HSH's upcoming racial equity action plan intends to build upon this foundation and create measurable goals and outcomes for HSH and CoC.

(3) To better serve communities of color that face intersectional barriers, partnerships have been formed between larger service providers and smaller community organizations that are experts in serving sub-populations that are disparately impacted by homelessness to facilitate more diverse community partnerships and to provide tailored services for specific populations. For example, a large adult coordinated entry (CE) service provider, has partnered with smaller subcontractors including one that serves transgender and gender variant individuals of color. The CE for Youth providers have also formally partnered with smaller agencies to provide competent and responsive services to LGBTQ+ youth.

Recently, HSH has begun working with the Asian Women's Shelter (AWS) to address domestic violence by promoting women's social, economic, and political self-determination, and has a specific focus on addressing the cultural and language needs of immigrant, refugee, and US-born Asian women and their children. The organization integrates culturally competent and language-accessible shelter services, educational programs, and community-based advocacy. AWS has expanded services from shelter operations and rapid rehousing to a larger portfolio of interventions, including finding stable housing options for individuals fleeing domestic violence.

In March 2022, HSH reopened the Taimon Booton Navigation Center. This new resource focuses on the transgender and non-binary/gender non-conforming community and can serve up to 84 guests at full capacity. Taimon Booton is now run by St. James Infirmary. Unlike most shelters, Taimon Booton accepts some of their referrals directly from community partners serving the TGNC community and from TGNC experiencing homelessness.

Additional interventions specifically serving communities of color are already underway, such as the SAFE Navigation Center in the Bay View Hunter's Point community, which will provide additional homeless services in District 10, which is predominantly Black. When choosing a provider, racial equity questions were given a higher weight. The application included questions focused on agency knowledge of and experience in the neighborhood and how the agency approached racial equity within service provision and staffing. The selected nonprofit provider has been a leader in the Bayview Hunter's Point community for decades and has demonstrated a thoughtful approach to racial equity and social justice.